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Woodroffe, Joseph F. and Smith, Harold H. (Ed.). The Rubber Industry of the Amazon. Pp. xlviii, 435. Price, 21 s. London: John Bale Sons and Danielsson, Ltd.

The big problem of the economic development of the Amazon Valley is discussed by Mr. Woodroffe who has spent many years in this region, and edited, with the addition of some chapters, by Mr. H. H. Smith, editor of the London publication *Tropical Life*. The combination of authorship has given us a book filled with interesting descriptions of present conditions in Amazonia and thought-provoking suggestions as to the future.

While several chapters are descriptive of the rubber industry as it is conducted today, the main object of the book is to show "how the supremacy of the rubber industry of the Amazon can be maintained and consolidated, in spite of the increasing seriousness of the competition to which it has lately been subjected by the plantation rubber now produced in the East." Briefly stated, the editor's thesis runs somewhat as follows: Brazil has long faced a serious financial crisis, and this is made especially acute by the decline in rubber prices under Far Eastern competition. English investors, with £350,000,000 placed in Brazil, should be interested in putting the country on a sound basis. This can be accomplished by developing the great resources of the Amazon Valley. To do this, rubber can be developed fully only by making it a subsidiary industry to agriculture and other industries capable of development. This larger development can only be brought about by increasing the labor population in order to drain and cultivate the agricultural land and to make accessible the large untouched areas containing rubber trees. This regeneration "cannot be brought about by the Brazilians alone, especially by the bulk of those who are directly responsible for the output of rubber from the forests. It always will and must be an international question, divided between the large consumers of rubber and those countries having the heaviest financial stake in the republic."

Unquestionably the solution of the labor supply question holds the key to the development of the Amazon. Several chapters of the book are devoted to a discussion of this problem. The population question the authors would settle by colonization from Japan, China and other Far Eastern countries, and by amalgamations of these races with the natives. In this connection the book contains several unwarranted assumptions; for example, that Oriental immigrants into sparsely populated Brazil would practice the same agricultural methods as in the crowded Orient; that they would or could flourish as small proprietors in the Amazon wilderness; that they would amalgamate with the natives; that both the Japanese and Brazilian governments would consent to such a scheme of colonization. If the breeding of human beings were as easily controlled as is the breeding of cattle, we might accept Mr. Smith's statement (p. 8) that the native Indians would "interbreed with the Asiatics, and between them develop a mixed race possessing the hardiness of the Indian with the stolidness, stability of character, and business capacity of the Asiatic." Most readers will agree with the authors that the solving of the labor question would largely solve the future of Amazonia; many will disagree that the solution is as easy as the book indicates.

The fresh and vivid account of the rubber industry emphasizes the great need of developing supply and other crops along with rubber, if the Amazonian region is to compete with the Far East. The suggestions of the authors as to the future are stimulating, but many will regard their conclusions as over-optimistic. The clearing and draining of land, the overcoming of insect pests, the development of certain industries like lumbering, are made to seem more promising than the facts will warrant. In the final chapter, the editor lays at the door of the Monroe Doctrine part of the blame for the present lack of development of the Amazon, and thinks that the flow of European capital into Brazil will be lessened as long as the feeling exists that the Monroe Doctrine prevents European nations from giving full protection to European capital.

The book is, unfortunately, badly organized. There are many repetitions, the same topics are discussed in several separated chapters, and a poor index makes it difficult to dig out the all new and valuable information the book contains on many topics. One also lays down the book with the feeling that the authors have failed to prove their contention that the Amazon can maintain its supremacy in competition with the Far East.

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## INDUSTRIAL MANAGEMENT

DURELL, FLETCHER. Fundamental Sources of Efficiency. Pp. 368. Price, \$2.50. Philadelphia: J. B. Lippincott Company.

"The present work is an attempt to analyze the various forms and sources of efficiency into a few elemental principles. It is felt that the study of such primal elements will not only aid in the mastery of efficiency in a given field, but will prevent this important idea from assuming a narrow meaning and thus leading to limited or even, in some respects, harmful results."

This work is not the product of an efficiency engineer, but of an academician, a professor of mathematics, who is philosophizing in a broad way about the forms which efficiency takes. Some nature of the abstractness of the elements to which efficiency is reduced may be found in the chapter headings, of which the following are samples: Reuse, The Group, Multiplicative Groups, Externality, Symbolism, Rhythm, Error and Paradox. This text will be found of considerable value in preparatory schools. The college teacher may find some material of interest and even some illustrations of value in its pages. However, the author frequently falls into a discussion of the too obvious, as for example, in the discussion of Absence as a Symbol; we hardly need to be told that "absence or silence may indicate dislike, forgetfulness, suspicion, or have any prearranged meaning. Thus we have the saying 'Silence is more eloquent than words.' "We hardly need to be told that the word "bill" has different meanings, as "In the second sentence, the woodcock has a bill, and I will not pay this bill."

J. H. W.

HOLLINGWORTH, HARRY L. Vocational Psychology. Pp. xviii, 308. Price, \$2.00. New York: D. Appleton and Company, 1916.

The increased endeavor of labor executives to select employes intelligently (indeed the growing attention to vocational direction in general) resolves itself into